



FY 2021 PRELIMINARY FISCAL PLAN

BUDGET ADOPTION, MAY 21, 2020

ACCOUNTABILITY

COLLABORATION

CUSTOMER SERVICE

EQUITY INNOVATION

SUSTAINABILITY



FY2021 Budget Review Schedule

- ✓ Tuesday, April 28 **Introduction of the FY2021 Preliminary Fiscal Plan** (10am)
- ✓ Thursday, April 30* **Budget Town Hall** (5 – 6pm)
- ✓ Tuesday, May 5* **Budget Review Workshop** (9am – Noon)
 - Equity, Capital, Economic Prosperity and Affordability, Safe Community, Mobility
- ✓ Tuesday, May 12* **Budget Review Workshop** (1 – 4pm)
 - Health and Environment, Engaged and Connected Community, Governmental Excellence
- ✓ Tuesday, May 19 Committee of the Whole **Discussion and Deliberation** (10am)
Public Hearing at City Commission meeting (7pm)
- Tuesday, May 21* **City Commission Adoption** (9 – 11am)

* Special meetings scheduled

Today's Objectives

- Revisit general fund financial forecast
- Follow up on funding discussions related to:
 - Police
 - Court
 - Third Ward Equity Fund
- Final proposed changes
- Budget Adoption

Updated General Fund Financial Forecast

General Operating Fund							
	FY2020 Adopted	FY2020 Estimate	FY2021	FY2022	FY2023	FY2024	FY2025
Beginning Fund Balance	\$ 38,134,167	\$ 38,134,167	\$ 39,549,319	\$ 39,552,793	\$ 34,917,639	\$ 29,346,214	\$ 24,375,026
Revenue	\$ 150,796,232	\$ 147,518,665	\$ 142,895,595	\$ 145,446,330	\$ 148,166,694	\$ 151,487,024	\$ 155,079,003
Expenditure	\$ 147,831,777	\$ 146,103,513	\$ 142,892,121	\$ 150,081,484	\$ 153,738,119	\$ 156,458,212	\$ 159,360,793
Surplus (Deficit)	\$ 2,964,455	\$ 1,415,152	\$ 3,474	\$ (4,635,154)	\$ (5,571,425)	\$ (4,971,188)	\$ (4,281,790)
Ending Fund Balance	\$ 41,098,622	\$ 39,549,319	\$ 39,552,793	\$ 34,917,639	\$ 29,346,214	\$ 24,375,026	\$ 20,093,236
Unassigned FB %	27.8%	27.1%	27.7%	23.3%	19.1%	15.6%	12.6%

Policy Unassigned Fund Balance: 15%



Safe Community Previously Recommended FY2021 Police Budget Reductions - \$1.05M

- Freeze civilian Police Records Specialist, Records Clerk and 13 intern positions (\$397,922)
- Freeze one sworn Sergeant Position (previously grant funded position that was transferred to the General Fund - this will be done through attrition/retirement) (\$136,944)
- Changing from non-certified to certified recruit class to reduce training costs (\$171,000)
- Eliminate ELUCD (\$75,000)
- Identify other funding sources to replace general funding for homeless services (\$25,000)
- Continue to redeploy Community Police Specialist for Homeless Outreach Streets Team
- Training (including travel costs, Leadership Institute, and community engagement training) (\$70,750)



Safe Community Previously Recommended Reductions Explanation

- Freeze Civilian Police Records Specialist, Records Clerk and 13 Intern Positions (\$397,922)
 - Created second shift of 5 community police officers through redeployment
 - Intended to redeploy 3 officers in the department with the hiring of civilian personnel. 2 Officer positions were acquired to fulfill this commitment in last year's budget.
 - Subpoena Service Officer was transitioned - Civilian currently doing the work
 - Police Records Specialist (Property Room): currently not filled, position to be filled when budget stabilizes
 - Records Clerk (Traffic Unit Position) (Review impounds, tickets, and Accident Reports/Clerical): currently not filled, position will be eliminated if GRPD transitions to Accident Support Services type of service
 - **Due to the Police Departments Commitment to the Citizens of Grand Rapids and the Commission, Officers were redeployed from other areas of the department and the Second Shift Community Policing team was staffed. 5 Officers and 1 Sergeant**
 - 13 Intern Positions – Currently authorized for 40 interns of which 34 positions are filled. These positions will be frozen by natural attrition – College Interns that have graduated. 5 of these Interns have been hired as Police Officers as part of our Grow Your Own initiative. This will leave our authorized intern positions at **27**. We are expecting several other interns to be leaving this year so we will continue the Grow Your Own initiative, with emphasis on diversifying the work force.



Safe Community Previously Recommended Reductions Explanation

- Changing from non-certified to certified recruit class (\$171,000)
 - The non-certified process has been a successful way of hiring new Police Officers but it is very costly and time consuming.
 - 14 Recruits are scheduled to start the academy on June 1st, this has not been eliminated.
 - The cut to the recruit class is for the summer of 2021.
 - These recruits typically graduate the academy in August and are not trained to operate on their own (out of FTO) until January-February of the following year.
 - We will continue to collaborate with Human Resources to recruit and hire Officers to maintain our authorized strength of 297.
 - We will aggressively recruit from urban areas that are experiencing downturns
 - All goals will remain for diversification of the work force.
 - Elimination of the academy for 2021 will reduce the pool of eligible police officer candidates due to the tuition costs.



Safe Community Police Recruit Class Results

Hiring Demographics for the Police Recruit Position from 2017 until 2019

Exam Demographics			
Year	2017	2018	2019
Asian	2%	1.75%	0.94%
African American	8%	9.66%	8.74%
Hispanic	8%	11%	9.45%
American Indian	1%	0%	0.94%
Caucasian	76%	72%	74%
Other	5%	4.74%	4.96%
Minority	24.50%	27.50%	25.50%

Police Department Hiring Demographics											
=Certified =Sponsored	17-01	17-02	17-03	18-01	18-02	19-01	19-02	19-03	20-01	20-02	20-03
Total Hired	10	4	5	10	4	6	11	7	7	14	3
Female	40%	25%	0%	60%	25%	33%	27%	0%	28%	50%	33%
Minority	50%	25%	20%	20%	0%	16%	18%	0%	0%	28%	0%
	1 AF 3 BM 1 HM	1 BM	1 HM	2 BF		1 BM	1 BM 1 HM			2 HM 1 HF 1 AM	



Safe Community Previously Recommended Reductions Explanation

- Freeze one sworn Sergeant Position (previously grant funded position (MET) that was transferred to the General Fund – this will be done through attrition/retirement July 2020 (136,944)
- Eliminate ELUCD (\$75,000)
 - This is an outside vendor that conducts a community survey on trust and safety in our neighborhoods. We will not eliminate community surveys but will do this through citywide community survey process.
- Identify other funding sources to replace general funding for homeless services (\$25,000)
 - City commitment to the public inebriate center at Mel Trotter, money to come from other funding sources.



Safe Community Previously Recommended Reductions Explanation

- 2020 total GRPD Training Budget \$2.38 Million, reduced to \$1.7 Million for FY2021
- Additional training reductions (including travel costs, Leadership Institute, and Community Engagement training) (\$70,750)
 - Community Engagement Unit was established with 1 LT, 1 SGT, and 3 Officers, we also have 55 Officers with a secondary assignment that are trained as recruiters/engagement specialists. This will not be reduced in this budget year.
 - Does not impact implicit bias training/cultural competency training
 - Travel and Training cuts would be in outside trainings for all personnel not any specific units. All Mandatory trainings to maintain licensing and accreditation would continue.



Safe Community – Police Department's Adjustments

- \$120,891 additional cuts identified (operational supplies)
- Restored non-certified police recruit class for 10 (\$83,000)
- Restored funding for the Community Engagement Unit (\$38,000)
 - \$7,000 previously reduced community engagement training
 - \$31,000 support for community event participation



Safe Community – Crime Statistics

Part 1 Crimes	Jan-19	Feb-19	Mar-19	Apr 1 to 21 2019	Grand Total	Part 1 Crimes	Jan-20	Feb-20	Mar-20	Apr 1 to 21 2020	Grand Total	Part 1 Crimes	Total Crimes YTD 2019 Vs YTD 2020 Increase/Decrease
Aggravated Assault	60	71	73	48	252	Aggravated Assault	77	72	81	53	283	Aggravated Assault	↑ 12.3%
Arson	1	2	3	2	8	Arson	5	3	2	2	12	Arson	↑ 50.0%
Burglary	60	50	43	34	187	Burglary	46	53	44	37	180	Burglary	↓ -3.7%
Larceny	302	248	269	170	989	Larceny	366	270	321	286	1243	Larceny	↑ 25.7%
Motor Vehicle Theft	58	30	36	26	150	Motor Vehicle Theft	68	44	35	41	188	Motor Vehicle Theft	↑ 25.3%
Murder	1	1	2	1	5	Murder	3		3		6	Murder	↑ 20.0%
Negligent Manslaughter						Negligent Manslaughter				1	1	Negligent Manslaughter	↑
Rape	7	6	13	8	34	Rape	6	8	11	6	31	Rape	↓ -8.8%
Robbery	26	17	20	11	74	Robbery	20	17	28	18	83	Robbery	↑ 12.2%
Grand Total	515	425	459	300	1699	Grand Total	591	467	525	444	2027	Grand Total	↑ 19.3%

Part 2 Crimes	Jan-19	Feb-19	Mar-19	Apr 1 to 21 2019	Grand Total	Part 2 Crimes	Jan-20	Feb-20	Mar-20	Apr 1 to 21 2020	Grand Total	Part 2 Crimes	Total Crimes YTD 2019 Vs YTD 2020 Increase/Decrease
All Other	278	226	305	173	982	All Other	340	309	244	101	994	All Other	↑ 1.2%
Disorderly Conduct	55	59	57	38	209	Disorderly Conduct	65	61	53	36	215	Disorderly Conduct	↑ 2.9%
DUI (Liquor or Drugs)	60	41	48	37	186	DUI (Liquor or Drugs)	35	46	38	18	137	DUI (Liquor or Drugs)	↓ -26.3%
Embezzlement	5	5	6	2	18	Embezzlement	6	5	1	2	14	Embezzlement	↓ -22.2%
Family & Children	83	57	94	47	281	Family & Children	91	61	77	30	259	Family & Children	↓ -7.8%
Forgery, Counterfeit	21	12	5	4	42	Forgery, Counterfeit	15	7	2		24	Forgery, Counterfeit	↓ -42.9%
Fraud	53	63	63	50	229	Fraud	70	67	35	38	210	Fraud	↓ -8.3%
Gambling					0	Gambling		1		1	2	Gambling	↑
Liquor Laws	7	4	6	2	19	Liquor Laws	2	2	1		5	Liquor Laws	↓ -73.7%
Narcotic Laws	44	49	55	37	185	Narcotic Laws	57	71	25	12	165	Narcotic Laws	↓ -10.8%
Non-Aggravated Assault	269	290	280	223	1062	Non-Aggravated Assault	341	286	313	187	1127	Non-Aggravated Assault	↑ 6.1%
Prostitution	1	3	1	3	8	Prostitution	7	5	2		14	Prostitution	↑ 75.0%
Sex Offenses	21	22	15	24	82	Sex Offenses	29	30	15	14	88	Sex Offenses	↑ 7.3%
Stolen Property	3	3	4	2	12	Stolen Property	4	5	2	1	12	Stolen Property	↔ 0.0%
Vandalism	104	79	112	95	390	Vandalism	115	98	151	87	451	Vandalism	↑ 15.6%
Weapons	12	10	12	12	46	Weapons	15	10	9	4	38	Weapons	↓ -17.4%
Grand Total	1016	923	1063	749	3751	Grand Total	1192	1064	968	531	3755	Grand Total	↑ 0.1%



Safe Community – Gun Crime Statistics

Gun Crimes	Jan-19	Feb-19	Mar-19	Apr 1 to 21 2019	Grand Total	Gun Crimes	Jan-20	Feb-20	Mar-20	Apr 1 to 21 2020	Grand Total	Gun Crimes	Total Crimes YTD 2019 Vs YTD 2020 Increase/Decrease
AGGRAVATED ASSAULT FAMILY - GUN		4	2		6	AGGRAVATED ASSAULT FAMILY - GUN		4	2	1	7	AGGRAVATED ASSAULT FAMILY - GUN	↑ 16.7%
AGGRAVATED ASSAULT NON-FAM - GUN	7	5	7	8	27	AGGRAVATED ASSAULT NON-FAM - GUN	7	6	14	7	34	AGGRAVATED ASSAULT NON-FAM - GUN	↑ 25.9%
AGGRAVATED ASSAULT POL OFFICER - GUN						AGGRAVATED ASSAULT POL OFFICER - GUN						AGGRAVATED ASSAULT POL OFFICER - GUN	↔
AGGRAVATED ASSAULT PUB OFFICIAL - GUN						AGGRAVATED ASSAULT PUB OFFICIAL - GUN						AGGRAVATED ASSAULT PUB OFFICIAL - GUN	↔
ROBBERY BUSINESS - GUN	7	1	2		10	ROBBERY BUSINESS - GUN			1	1	2	ROBBERY BUSINESS - GUN	↓ -80.0%
ROBBERY RESIDENCE - GUN		1	1	3	5	ROBBERY RESIDENCE - GUN		1		1	2	ROBBERY RESIDENCE - GUN	↓ -60.0%
ROBBERY STREET - GUN	8	6	2	1	17	ROBBERY STREET - GUN	7	2	4	4	17	ROBBERY STREET - GUN	↔ 0.0%
WEAPON FIRING (CARELESS, RECKLESS, HEEDLESS, ETC)	8	12	8	7	35	WEAPON FIRING (CARELESS, RECKLESS, HEEDLESS, ETC)	16	15	16	16	63	WEAPON FIRING (CARELESS, RECKLESS, HEEDLESS, ETC)	↑ 80.0%
WILLFUL KILLING - GUN			1		1	WILLFUL KILLING - GUN	2				2	WILLFUL KILLING - GUN	↑ 100.0%
WILLFUL KILLING FAMILY - GUN						WILLFUL KILLING FAMILY - GUN						WILLFUL KILLING FAMILY - GUN	↔
WILLFUL KILLING NON-FAMILY - GUN	1		1	1	3	WILLFUL KILLING NON-FAMILY - GUN			1		1	WILLFUL KILLING NON-FAMILY - GUN	↓ -66.7%
WILLFUL KILLING POLICE OFF. - GUN						WILLFUL KILLING POLICE OFF. - GUN						WILLFUL KILLING POLICE OFF. - GUN	↔
WILLFUL KILLING PUBLIC OFFICIAL - GUN						WILLFUL KILLING PUBLIC OFFICIAL - GUN						WILLFUL KILLING PUBLIC OFFICIAL - GUN	↔
MURDER ATTEMPT	2		4	1	7	MURDER ATTEMPT	1	3		2	6	MURDER ATTEMPT	↓ -14.3%
Grand Total	33	29	28	21	111	Grand Total	33	31	38	32	134	Grand Total	↑ 20.7%



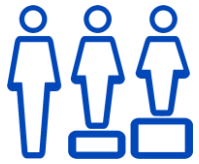
Safe Community – Court Metrics

- Case filings:
 - Down 16% over the last five years
- Actual Revenues:
 - Down 9.72% over the last five years
- GOF Investment:
 - Up 50% over the last five years
- Budget Amendments:
 - 2015 – (\$500,000)
 - 2016 – \$1,450,000
 - 2017 - \$0
 - 2018 - \$499,549
 - 2019 - \$500,000
- Actual Expenditures:
 - Up 2.32% over the last five years
- Non-Grant FTE:
 - Down 0.12% over the last five years



Safe Community – FY2021 Court Reductions

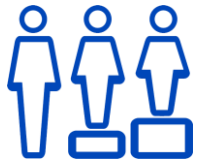
- The Court has responded by recommending additional reductions totaling \$526,059 that go beyond the \$250,000 reduction already taken in the Preliminary Fiscal Plan recommendation. These are the additional reductions:
 - Recommend a reduction in force through lay-off of 6.5 FTE effective September 1, 2020 to better match personnel hours to caseload – savings \$404,559
 - Proceed with implementation of Work Share. Court is seeking agreement from the bargaining units – savings \$121,500
- These additional reductions equal a cut of 3.7% from the Preliminary Fiscal Plan level introduced on April 28, 2020
- Will pursue the potential sale of excess District Court facilities to Kent County for Circuit Court use that could generate an additional estimated \$400,000 in annual operating and capital savings



FY2020 Third Ward Equity Fund Review

The Third Ward Equity Fund being implemented and includes five investments. Here is a history of program appropriations:

1. **Keeping People in Their Homes project** – \$232,500 in partnership with Next Step of West Michigan (BA20-3 / 8-27-19)
2. **Seeking Safety Support Services Fund** – \$35,000 in partnership with the Family Outreach Center (BA20-3 / 8-27-19)
3. **Lead Awareness and Education** – \$50,000 for Well Design Studio to continue campaign outreach activities (BA20-7 / 10-22-19)
4. **Business Retention Incentive Program** – \$200,000 appropriated in the Economic Development Department – Community Promotions (BA20-11 / 1-21-20)
5. **Business Loan Collateralization and Micro-grants** – Program development slowed when could not find a lending partner. The full \$232,500 of this appropriation remains.



FY2020 Third Ward Equity Fund Review

Moving forward:

- The full \$232,500 of the **Business Loan Collateralization and Micro-grants project** reserved for this appropriation remains and will be reappropriated in FY2021 with the recommendation of directing it to assist Third Ward businesses with resiliency and recovery loans and grants as part of the Business Resiliency Recommendations of the Economic Resiliency and Recovery Work Group.
- In FY2021, CDBG-CV, ESG-CV, Housing Resiliency, Mobile GR and General Fund resources will be accumulated and devoted to Business and Resident Resiliency and Recovery.
- Within the combined resources currently accumulated for Business/Resident Resiliency and Recovery and within the investments under consideration by the work group, an amount of \$750,000 could be prioritized for Third Ward equity investments, including sustaining renters and homeowners, technical assistance to developing resident based organizations, business grants and forgivable loans, work force development and technical assistance to businesses.

FY2021 Ordinance – Preliminary to Final Reconciliation

SERVICE PROGRAM	TOTAL PRELIMINARY APPROPRIATIONS	INCREASE / (DECREASE)	TOTAL FINAL APPROPRIATIONS	DESCRIPTION
PUBLIC LIBRARY	\$ 13,477,026	\$ -	\$ 13,477,026	
CLERK'S OFFICE	2,366,606	(25,000)	\$ 2,341,606	SUPPLIES, CONTRACTUAL SERVICES, PROFESSIONAL DEVELOPMENT
EXECUTIVE OFFICE	16,244,826	(275,318)	\$ 15,969,508	\$50,318 GENERAL FUND; \$225,000 CAPITAL RESERVE FUND
COMMUNITY SERVICES	23,035,114	(166,558)	\$ 22,868,556	\$260,964 PARKS OPS REDUCTION; \$80,041 CDBG INCREASE; \$53,246 HOME INCREASE; \$4,320 OCC REDUCTION; \$59,562 OCC 50% ADMIN ANALYST I; \$30,000 INCREASED OCC FOR YOUTH EMPLOYMENT AND PROGRAMMING; \$5,000 REALLOCATE FUNDING BACK TO LEVERAGED EXTERNAL SOURCES
PUBLIC SERVICES	84,188,051	(2,283,060)	\$ 81,904,991	\$1,137,786 PUBLIC WORKS; \$1,012,331 VITAL STREETS; \$32,943 SIDEWALK REPAIR
DESIGN & DEVELOPMENT	11,611,535	(114,576)	\$ 11,496,959	\$74,386 CODE COMPLIANCE; \$40,191 PLANNING
ENTERPRISE SERVICES	130,197,341	(84,242)	\$ 130,113,099	\$56,000 STREET LIGHTING; \$28,242 WATER POSITION SUBSTITUTION
PARKING AND MOBILITY	28,690,563	(2,304,724)	\$ 26,385,839	\$509,148 TRAFFIC SAFETY; \$1,795,576 PARKING OPERATIONS
ECONOMIC DEVELOPMENT	2,771,498	(763,480)	\$ 2,008,018	\$750,000 REDUCED SET-ASIDE; 13,480 CONTRACTUAL SERVICES, EMPLOYEE PARKING, OTHER MISC
HUMAN RESOURCES	33,821,674	(56,024)	\$ 33,765,650	\$30,000 CONTRACTUAL SERVICES; \$26,024 OTHER MISC
ADMINISTRATIVE SERVICES	3,708,164	(30,484)	\$ 3,677,680	\$10,354 REDUCED SPECIAL EVENTS; \$15,000 TRAINING (GOF TO GRANT FUNDED); \$5,130 CONTRACT EMPLOYEES
POLICE	62,803,764	(1,136,009)	\$ 61,667,755	\$81,504 DISPATCH PT ECO FREEZE (3); \$534,866 POSITION/INTERN FREEZE; \$349,386 RECRUIT EXPENSE; \$90,000 I.T. RESTORATION; \$30,000 TRAVEL/TRAINING; \$10,000 FURNITURE; \$10,000 OVERTIME; \$100,000 ELUCD/SUBSIDY; \$110,253 OTHER MISC
FIRE	32,883,475	(741,124)	\$ 32,142,351	\$125,000 (4010) WATER VEHICLE DEFERRED TO FY22; \$5,124 POSITION SUBSTITUTION; \$262,842 EQUIPMENT; \$45,750 SUPPLIES; \$130,524 DEFUND VACANT POSITION; \$48,000 CONTRACT TEMPS; \$50,000 MAINTENANCE SERVICE; \$73,884 OTHER MISC
DISTRICT COURT	14,160,902	(526,059)	\$ 13,634,843	\$417,071 PERSONAL SERVICES; \$121,500 WORK SHARE PROGRAM; \$12,512 APPROPRIATION LAPSE DECREASE
ATTORNEY'S OFFICE	3,015,322	-	\$ 3,015,322	
FACILITIES & FLEET MANAGEMENT	24,470,770	(9,984)	\$ 24,460,786	ONE POSITION SUBSTITUTION: \$2,496 FACILITIES MANAGEMENT : \$7,488 FLEET

FY21 Ordinance – Prelim to Final Recon

FISCAL SERVICES	25,439,865	(279,935)	\$ 25,159,930	\$42,050 INCOME TAX; \$81,504 DISPATCH SUBSIDY (261); \$14,700 FISCAL PLAN PRINTING (212); \$9,000 CONTRACTUAL SERVICES (261); \$37,500 ENGINEERING NON-PROJ COSTS (261); \$137,649 PARKS MOE (261); \$42,468 INCREASED PARKS FORESTRY SUSTAINABILITY SUBSIDY (261);
TECHNOLOGY & CHANGE MANAGEMENT	9,570,333	-	\$ 9,570,333	\$526,059 DECREASED 61D COURT SUBSIDY AND INCREASED CONTINGENT APPROPRIATION
TREASURY	3,520,540	(44,124)	\$ 3,476,416	\$19,462 FA I EIGHT MONTH VACANCY; \$23,950 AA I - ACCTG THREE MONTH VACANCY; \$712 MAINTENANCE SERVICE
COMPTROLLER	2,733,068	(57,312)	\$ 2,675,756	\$57,312 SIX MONTH VACANCY FOR FINANCIAL SYSTEMS ANALYST
RETIREMENT ACTIVITIES	10,918,800	-	\$ 10,918,800	
OTHER ACTIVITIES	5,400	-	\$ 5,400	
TOTAL	\$ 539,634,637	\$ (8,898,013)	\$ 530,736,624	

Total FY2021 Appropriations = \$530,736,624

Budget Adoption



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[illegible]

A word cloud graphic featuring the text 'COVIDWM.ORG' and '#GRSTRONG' in large, bold, red letters. Surrounding these are various COVID-19 related terms in blue, including 'WAVES', 'BE THE BRIDGE', 'FLATTEN THE CURVE', 'STAY HOME', 'LOVE LOCAL GR', 'PHYSICAL DISTANCING', 'GRAND RAPIDS', 'RESILIENT', 'STAY SAFE', 'LOCAL GR', 'ESSENTIAL WORKERS', 'DISTANCING', 'PPE', 'GRAND RAPIDS WAVES', 'BE THE BRIDGE', 'STAYS SAFE', 'WAVES', 'BRIDGE', 'WORKERS', 'LOVE LOCAL GR', 'GRAND RAPIDS WAVES', 'BE THE BRIDGE', 'STAYS SAFE', 'WAVES', 'BRIDGE', 'WORKERS', 'LOVE LOCAL GR', 'GRAND RAPIDS WAVES'. The words are arranged in a dense, overlapping manner, with some words appearing multiple times. The background is white.

Thank You



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